HD Innovation Management

Preamble

Pursuant to section 11(2)-(4) and section 17(2) of Ministerial Order no. 1098 of 19 September 2007 on the Graduate Diploma in Business Administration; section 4(1)-(3) of Ministerial Order no. 1046 of 30 June 2016 on exams in business-oriented further education (hereafter the Examination Order); and section 20 of Ministerial Order no. 114 of 3 February 2015 on the Grading Scale and other forms of assessment of educations within the sphere of the Ministry of Higher Education and Science (the Grading Scale Order), the Dean of Education, acting on a proposal prepared by the study board, has approved the following programme regulations.

Part 1: Programme specific regulations

Degree title and duration

1. The title of this programme is *den erhvervsøkonomiske diplomprøve (Handelsvidenskabelig Diplomprøve)*. The degree gives the right to use the title *Graduate Diploma in Business Administration (Innovation Management)*, in Danish: *HD Innovation Management*.

(2) This programme is governed by The Study Board for the HD programme.

(3) The HD Innovation Management programme is a two-year part-time programme, corresponding to 60 ECTS credits.

(4) The programme duration refers to the number of student full-time equivalents according to which the programme is structured. A full-time equivalent corresponds to one year of work by a full-time student and corresponds to an annual workload of 1650 working hours corresponding to 60 ECTS credits (European Credit Transfer System). The workload includes scheduled classes, preparation for classes, completion of written assignments, other teaching activities, independent study as well as preparation for, and participation in examinations.

Admission requirements

1A. The following programmes qualify for the graduate diploma (HD2):

1. Graduate certificate (HD1)
2. A relevant business academy education (KVU)
3. Relevant further education (VVU)
4. A relevant education at the same level as 1-3.

(2) The programme coordinator may enrol applicants, who do not meet the admission requirements in subsection (1), but who, based on a concrete assessment, have a similar education.

(3) Where the applicant is considered to have the academic prerequisites to complete the single course, enrolment in single courses shall be subject to the programme coordinator's exemption from the admission requirements in subsection (1). A student shall not be entitled to complete the whole programme by completing single courses without meeting the admission requirements in subsection(1) or having been granted access in pursuance of subsection (2).

(4) Applicants for the graduate diploma must also have obtained relevant professional experience equivalent to at least 2 years of full-time employment after having completed a qualifying programme/education, however, cf. subsection (5).

(5) Relevant professional experience obtained in parallel with the qualifying course/education shall be taken into account when enrolling students in the graduate diploma programme.

(6) Requirements about English language skills, including the documentation rules and the documentation deadline, are stipulated on CBS' homepage.

(7) Application deadlines are stated on CBS' website: http://www.cbs.dk/en/executive-degrees/graduate-diploma-in-business-administration/enrolment-in-the-graduate-diploma-in-business-administration-hd.

Purpose

2. HD Innovation Management aims at educating “Innovation Champions” who can facilitate innovation from a business perspective on different levels. Students who complete this program will have developed a well-grounded understanding of the specific char-acteristics and complexities of innovation activities and the related knowledge, competences and skills for successfully managing innovation within their companies or other types of organizations. More specifically, the main goals of the programme are to:

1. provide students with important concepts, tools and methods for Innovation Management.

2. allow students to gain practical insights into real-life applications and experiences related to creating and implementing innovation.

3. enable the establishment of sustainable and diverse networks for entre/intrapreneurial and innovation activities of program participants and graduates.

Competency profile

3. The programme will qualify the candidates to work with innovation from a business perspective and translate important theories, concepts and methods related to creating and implementing innovation into practice. This enables the candi-dates to work in organizations, organizational units and functions in both the private and the public sector where there is a need to understand how innovation management can be implemented in practice and how to take responsibility for creating and implementing innovation within their own organizations.

Content and structure

4. HD in Innovation Management is a two-year part time programme. It has a strong focus on combining insights from academic research and practice, and by doing so aims at not only providing innovation management basics but allowing students to learn about concrete concepts, methods and tools for creating and implementing innovation.

Moreover, learning from real-life experiences and good practices related to managing innovation is an integrative program element to foster internalization and network building. Since innovation is inherently an interdisciplinary field, the objective of the programme is to accommodate the full range of perspectives that is necessary for successful innovation, including managing, marketing, financing, organizing, strategizing or leading.

1st semester

The course *Core Lecture in Management and Economics of Innovation* aims at introducing the theories, models and tools that are central to managing the identification, development and commercialization of innovations, plus the consequences of doing so in a competitive environment.

The course *Strategy and Leadership for Innovation* students will learn about how to develop an innovation strategy, and to empower, coach and lead employees/team members to recognize opportunities and innovate along the determined strategic orientation.

2nd semester

The objective of the course *Management, Organization and Marketing of Innovation* is to build knowledge and skills needed to manage innovation projects along the entire innovation process from idea generation to implementation, and to help students develop an understanding of the central challenges and available solutions involved in organizing for innovation and incorporating a market-orientation throughout the innovation process.

The course *Management Control and Financing of Innovation* will help students understand the dilemmas of control and financing of innovation and provide them with techniques through which innovation is financed and controlled in a way that increases value for organizations.

3rd semester

During this semester students will select two elective courses from the HD portfolio of electives, of which some may be in Danish. One elective will be offered by HD Innovation Management. This elective focuses on current themes in Innovation Management and will as such vary over the years. The first elective will be *Business Model Innovation.*

During this semester students will also start networking in the course *Innnovation People & Network* where they can build a mindset and abilities in understanding the factors that influence both successful and failing innovation: Real-world Innovators will tell "their story", share their experiences and discuss with students.

4th semester

This semester is dedicated to the *final project* where students must demonstrate full understanding of theories, concepts and methods of the program and translate them into a thesis that identifies and solves a relevant problem.

(2) The below table lists the structure of the programme and the ECTS credits of the individual courses. The course descriptions are available in the online course catalogue. Direct links are inserted in the below table.

1st semester

Course	ECTS
Core Lecture in Management and Economics of Innovation	10
Strategy and Leadership for Innovation	5

2nd semester

Course	ECTS
Management, Organization and Marketing of Innovation	10
Management Control and Financing of Innovation	5

3rd semester

Course	ECTS
Innovation People & Network	5
Electives	10

4th semester

Course	ECTS
Final Project	15

Final project

4A. The HD programme in Innovation Management concludes with a final project. Students must demonstrate an ability to independently describe, investigate and analyze a complex problem definition within the field of Innovation Management.

The HD programme in Innovation Management defines the rules and regulations regarding the final project in the online course catalogue. This includes the number of hours of supervision that students are entitled to.

Examinations

5. The programme consists of the examinations listed below. The learning objectives and the regulations of the individual examinations are prescribed in the online course catalogue. Direct links to the individual examinations are inserted in the table below.

1st semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Core Lecture in Management and Economics of Innovation	Home assignment - written product	7-step scale	Internal exam	10	10
Strategy and Leadership for Innovation	Home assignment - written product	7-step scale	External exam	5	5

2nd semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Management, Organization and Marketing of Innovation	Home assignment - written product	7-step scale	External exam	10	10
Management Control and Financing of Innovation	Home assignment - written product	7-step scale	Internal exam	5	5

3rd semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Innovation People & Network	Home assignment - written product	Pass / Fail	Internal exam	5	5
Electives	See the individual course description	7-step scale	Internal exam	10	10

4th semester

Exam name	Exam form	Gradingscale	Internal/external exam	ECTS	Weight
Final Project	Oral exam based on written product	7-step scale	External exam	15	15

Prerequisites for registering for the exam – compulsory activities

5A. There are no compulsory activities in the mandatory courses.

Body of external examiners

6. This degree programme is covered by the body of external examiners for the HD programmes.

Pass requirements

7. Each examination must be passed separately.

8.-10. (Not in use.)

Part 2: General regulations for HD-programmes

11. The teaching is organised in a collaboration between the programme coordinator and the course coordinators.

Teaching and examination language

12. Examinations are conducted in English; see however subsection (2).

(2) If a course has been taught in a language other than English, the examination is conducted in that language.

(3) The Study Board may decide to deviate from the rules stipulated in subsections (1)-(2), except when documenting the student's skills in a specific other language is part of the objective of the examination.

(4) The provisions in subsections (1)-(2) apply to oral and written sit-in examinations and to all types of written take-home assignments (seminar papers, projects etc.) subject to assessment.

Prerequisites for participating in the exam: compulsory assignments and requirements about active class participation

13. Besides the examinations listed in section 5, which are included in the final grade point average, on some courses it is a requirement that one or more assignments are submitted, as part of the teaching (so-called compulsory assignments). In order for students to participate in the final examination of the course in question, it is a condition that, within a set deadline, the required number of compulsory assignments have been submitted and that the assessment 'Approved' has been achieved. Further specifications regarding the number of compulsory assignments, format etc. are stipulated in the examination regulations of the individual courses.

(2) If a student does not, within the set deadline, fulfil the requirement of achieving the result 'Approved' for the required number of compulsory assignments for a specific course, the student has the right to submit extra assignments. However, it is a condition that the student has submitted all set assignments, unless failure to submit was caused by illness or a condition equalled with illness.

(3) Besides the examinations listed in section 5, which are included in the final grade point average, on some courses there is a requirement of class participation in order to participate in the exam in the course; it must be a well-defined part of the teaching (e.g. presentation seminars, case projects etc.). Further specifications are stipulated in the examination regulations of the individual courses.

Exam registration and withdrawal

14. Students who are enrolled on a course with one or more examinations are automatically registered for this/these examinations as regards the regular examination. The deadline for withdrawal of registration is 2 weeks before the start of the examination in question.

(2) If the deadline for withdrawal from an examination is not met, the examination will be considered started, and it will therefore count as one attempt, see section 27.

(3) The Study Board may grant dispensations from the rules in subsections (1) and (2), including the specified deadline, if warranted by illness, maternity/paternity leave or special circumstances, including impairment.

Rules for independent students

14A. Anyone who is not enrolled in the programme as an ordinary student shall, as an independent student, be entitled to take exams and participate in other assessments subject to these programme regulations, cf. subsection (5) without having participated in the teaching activities.

(2) Independent students shall be subject to CBS' general deadlines, both in terms of time and payment.

(3) Independent students shall be informed about syllabus requirements and any literature, which, in addition to the syllabus, has been part of the ordinary teaching activities. Independent students shall be informed of exam registration deadlines, seminar work, etc. and the time hereof.

(4) Independent students are subject to the provisions in section 5 and 9 of the ministerial order no. 64 of 26 January 2015 about Open University (vocational adult education) etc. and the provisions of the programme regulations with the exclusions and amendments in section 14B.

(5) All exams are individual exams for independent students.

14B. Independent students are not subject to admission requirements and linked prerequisites between the exams.

(2) Independent students are not entitled to take ordinary classes at CBS, except participation in seminar meetings.

(3) The study board shall be entitled to replace examinations or other assessments, which require attendance, by another type of examination particularly planned for independent students.

(4) Independent students are not entitled to more examination attempts than the number that is stipulated in the programme regulations, cf. section 27.

Make-up examinations and re-take examinations

15. A student who has been prevented from completing a regular exam due to documented illness or due to other documented reasons must be given the chance to take the exam as soon as possible. The make-up examination will be held as soon as possible after the regular examination, i.e. usually prior to the beginning of the next semester. If it is an exam where a regular exam is offered twice a year, no exam will be held until next exam period. However, if it is an exam which is placed in the final exam period of the programme in question, the student must be given the chance to take the exam in the same examination period or immediately after.

(2) For the requirements regarding documentation etc. concerning illness during an examination are laid down reference is made to CBS’ rules regarding illness in connection with an examination. Attention must be paid to the documentation deadline stated in those rules.

16. Students who have not participated in or who have not passed the regular examination are still registered for the exam. A new exam must be held as soon as possible, and to the extent possible not later than when the exam in question is held again, if relevant as a make-up exam, see section 15(1).

The deadline for withdrawal of registration is 2 weeks before the start of the examination in question.

(2) If the deadline for withdrawal is not met, the examination will be considered started, and it will therefore count as one attempt, see section 27.

(3) The rules on automatic registration for a re-exam (second examination attempt) are dispensed with if the students are not offered the opportunity to fulfil the requirements laid down pursuant to section 13(1) and (3) before the second examination attempt is held.

(4) A re-take examination is not held following the regular exam if a regular exam is offered twice a year in the course in question. However, this does not apply if the student only lacks one exam and if the exam is one of the exams that, according to the programme regulations, are placed in the final exam period. The student must then be given the chance to take the exam in the same examination period or immediately after.

(5) Sitting a re-take examination counts as one more attempt at the examination in question.

17. Make-up examinations and re-examinations are subject to the learning objectives of the regular examination of the examination in question.

(2) Make-up examinations and re-examinations are conducted according to the examination regulations of the regular examination of the exam in question, except when:

1. the examination regulations for the examination in question explicitly contain differing provisions for make-up examinations/re-take examinations, or
2. it is a written examination and the number of registered candidates for the make-up examination/re-take examination warrants that it may most appropriately be held as an oral examination.

Extraordinary re-exams and offers of re-assessment / re-exam

18. If an extraordinary re-examination is arranged or offered in accordance with section 39 of the Examination Order (regarding examination irregularities) or the offer of a re-evaluation/re-examination is given in accordance with section 45 or 50 of the Examination Order (regarding complaints about the exam), the re-examination is subject to the learning objectives of the regular examination of the examination in question.

(2) Examinations under subsection 1 can be conducted in accordance with the regulations of the re-exam if the examination is an offer of an extraordinary re-exam.

Examination forms

19. Examinations are organised as individual examinations or as group examinations. The specific examination form of a given examination, including whether it is an individual or a group examination, or a mixture of the two, is stated in the relevant course description, see links in section 5.

(2) At both individual and group examinations the student’s individual performance must be assessed, and grading must be individual, see subsections (3)-(4).

(3) At oral group examinations the individual student must be examined in such a way that it is ensured that the student's individual performance is assessed.

(4) If a written product is produced by more than one student, and if there is no oral defence of the product, the students must show what their individual contributions are, and in such a way that it is ensured that individual assessment is possible.

(5) For group examinations, see subsection (1), rules about those of the following factors that are relevant for the examination form in question must be stated in the regulations of the individual examination:

1. maximum group size
2. the allotted time at the oral examination – see subsection (3)
3. requirements regarding individual contributions – see subsection (4).

(6) Where it is stipulated in the regulations of a given examination that it is a group examination, it is stated in the course description if the students can choose to take the examination as an individual examination instead. When the examination in question contains both a written and an oral part, both parts must then be taken as an individual examination.

(7) When it is an oral exam based on a written product, the following applies to all variations:

1. Submission of the written product is a requirement to be able to attend the oral examination.
2. Both the written product and the oral presentation count in the assessment.
3. The assessment is an overall evaluation of the written product and the oral presentation.

Examination rules

20. All students have an obligation to familiarise themselves with and to observe the examination rules of the examinations which they participate in, including the general rules that apply to the individual examination. Those rules are in particular:

- The examination rules, as stipulated in the relevant course description, see links in section 5.
- *Rules about written sit-in examinations at CBS, including rules about electronic aids*, see section 21(3).
- Rules on good academic conduct, see section 4 of *Copenhagen Business School's rules and regulations on academic conduct, including penalties*.

(2) Students are not permitted to make audio and/or picture recordings during an examination or the examiners' discussion of a student's performance.

(3) It is stipulated in the examination regulations of the individual examination what the maximum number of pages is for a given written product. In addition, the following applies:

1. In the page count the front page, the bibliography and any appendices are not included. Appendices are not part of the assessment.
2. All pages must have a margin of min. 3 cm in top and bottom and min. 2 cm to each of the sides. The font must be minimum 11 points.
3. Tables, diagrams, illustrations etc. are not included in the number of characters, but will not justify exceeding the maximum number of pages.
4. On average, one page must not contain more than 2,275 characters (including spaces).

(4) Upon digital submission the student declares that the submitted product complies with the rules for good academic conduct, form requirements and maximum size, via a digital declaration of authorship. All written exam products composed at home must contain – in all copies submitted for assessment – a declaration of authorship.

(5) Any violation of rules and regulations under subsections (1)-(2) will be sanctioned in accordance with *Copenhagen Business School's rules and regulations on academic conduct, including penalties*.

(6) Violation of form or layout requirements stipulated in subsection (3)-(4) or form requirements laid down under section 19(4) may result in a rejection of the exam paper, see section 11(3) of the Examination Order. If the exam paper is rejected, it will not be assessed, and the student will have used an exam attempt.

Examination aids

21. The examination aids that students are allowed to bring with them to written sit-in examinations are specified in the examination regulations of the individual examination/course.

(2) Unless otherwise stated in the examination regulations, see subsection (1), no examination aids, whether written or technical, are allowed in the examination room, except simple writing and drawing utensils.

(3) In cases where the examination regulations, see subsection (1), stipulate that electronic aids can be brought to the examination room, the provisions stipulated in *Rules about written sit-in examinations at CBS, including rules about electronic aids* apply.

Examinations under special circumstances

22. The Study Board may decide to deviate from the examination regulations stipulated for the individual examination with the purpose of allowing students with special needs to sit examinations under special circumstances. Such exemption can be granted to students who are physically or mentally disabled, to students whose mother tongue is not Danish, and to students who have similar difficulties when this is considered necessary in order to place them on even terms with their fellow students in the examination situation. It is a condition that it does not change the academic level of the examination.

(2) When it is stipulated in the objectives of the examination in question that the student's spelling and writing skills are included in the assessment, the Study Board may grant exemption from this to a student who is able to document a relevant and specific impairment.

(3) Students who wish to apply for permission to sit an exam under special circumstances according to subsection (1) or apply for an exemption according to subsection (2) must submit an application, including the necessary documentation, to the Programme Office no later than 2 months before the exam is to take place.

Sitting examinations abroad

23. The university may conduct examinations at a Danish representation or at other locations abroad, provided the reason for doing so is that the student is unable to participate in the university's examinations in Denmark for practical or financial reasons and if the student and the exam location

reach an appropriate agreement. Danish examinations held abroad must comply with all the other rules laid down in the Examination Order.

(2) The Programme Director decides whether the examination can be conducted abroad and appoints a person abroad to organise the practical aspects of conducting the examination.

(3) The university defrays the special costs associated with conducting examinations abroad.

(4) The Ministerial Order on Payment for the Services of Civil Servants Serving Abroad (Bekendtgørelse om betaling for tjenestehandlinger i udenrigstjenesten) applies to conducting examinations at Danish representations abroad.

(5) The university may ask the student to pay part or all of the costs incurred by the university to conduct the examination abroad. However, it is a condition that the student confirms in writing in advance his or her willingness to pay the costs in question, on the basis of an estimate made by the university of the expected costs. The university may make it a condition for conducting the examination that the amount is paid in advance.

(6) When an examination is conducted abroad, the conditions and regulations in CBS' guidelines for examinations conducted abroad apply.

Assessment

24. Examinations are either internal or external. Internal examinations are assessed by one or more teachers (internal examiners) appointed by CBS. If they are two internal examiners, one is appointed as main examiner. External examinations are assessed by the internal examiner(s) and one or more external examiners (in Danish: censor) appointed by the Danish Agency for Higher Education.

(2) It is stipulated in the exam regulations of the individual examination whether it is an internal or an external examination and how many examiners there are at the exam in question, see links in section 5.

(3) Assessment of the examinations is carried out in accordance with the Grading Scale Order.

(4) Compulsory assignments and class participation, see section 13, are assessed by the teacher(s) of the specific course. The assessment type 'Approved/Not approved' is used.

Announcement of results

25. For examinations where the assessment is not announced to the student immediately afterwards, the university sets a date for when the assessment will be announced to the student. The date must be announced to the student at the same time as the examination date.

(2) If the assessment cannot be completed by the fixed deadline, the students must be notified as soon as possible and be informed about the reason for the delay and when the assessment will be announced.

Pass requirements and exam attempts

26. The *Graduate Certificate in Business Administration* (HD 1. del) and the *Graduate Diploma in Business Administration* (HD 2.del) are two independent programmes, which must be passed

individually. When calculating the grade point averages for the two individual programmes, the weights listed in the table in section 5 of the relevant programme regulations are used.

(2) The calculation of the overall grade point average for the *Graduate Diploma in Business Administration* is based on the weights listed in both of the two relevant Programme Regulations.

(3) Each examination must be passed separately, see the Examination Order. An examination shall be passed when the student achieves a grade of at least 02 or the assessment 'Pass', see the Grading Scale Order.

(4) Each examination can be retaken separately. However, passed examinations cannot be retaken.

(5) If a grade consists of several partial grades for various categories of performance (partial examinations), the grade shall be the average of the partial grades, rounded off to the nearest grade on the grading scale, see however subsection (6). The grade shall be rounded up if the average is half-way between two grades.

(6) If the partial grades are given different weights when the combined grade is to be calculated, this is stipulated in the exam overview in section 5. If so, the grade shall be the sum of the individual grades, each multiplied by the weighting of the grade, divided by the sum of the weightings and then rounded off to the nearest grade on the grading scale. The grade shall be rounded up if the average is half-way between two grades.

(7) If an examination consists of partial examinations, each partial examination can be retaken separately. However, passed partial examinations and not-passed partial examinations that are part of a passed examination cannot be retaken.

(8) Any requirements about a certain grade on the grading scale being required as achieved in one or more partial examinations are stipulated in section 7.

(9) If a student retakes an examination or another type of assessment, the highest grade applies – see however section 45(4) of the Examination Order.

27. A student can be registered for the same exam three times. The Study Board may grant more attempts, if warranted by special circumstances. The question of academic aptitude may not be included when assessing whether special circumstances apply.

Diploma

28. CBS issues a diploma/transcript to students who have completed the study programme or passed one or more courses, stating the exams taken and the grades awarded, see section 36 of the Examination Order.

(2) The student is entitled to a transcript of passed courses and to a diploma if all the exams of the programme are passed.

(3) The student shall receive the diploma not later than 2 months after the announcement of the assessment awarded for the final examination. July is not included in the calculation of these 2 months.

(4) If the programme is taken at more than one institution, the joint diploma shall be issued by the institution which held the final examination, unless the institutions make another agreement.

Leave

29. It is not possible to be granted a leave from the programme.

Programme regulations

30. The programme regulations and various regulations etc. referred to in this document are publicly available on CBS' website, more specifically on studieordninger.cbs.dk and in the study administrative rules (SAR).

Exemption from the programme regulations

31. The university may, when warranted by special circumstances, grant exemptions from those rules in the programme regulations which are solely laid down by the university.

(2) An exemption from the programme regulations that requires an exemption from a ministerial order may be brought before the Danish Agency for Higher Education.

Credit transfer

32. Programme elements of the Graduate Diploma in Business Administration programme passed at another institution which offers the Graduate Diploma in Business Administration programme are regarded as equivalent to corresponding programme elements covered by these programme regulations.

33. The Study Board may grant approval for students to substitute passed programme elements from another Danish or foreign programme of the same level, for programme elements covered by these programme regulations.

2) The Study Board may grant approval for a student to substitute programme elements which are not yet passed from another Danish or foreign programme of the same level, for programme elements covered by these regulations, provided that the student subsequently passes the programme elements in question (pre-approved credit transfer).

(3) Decisions made under subsections (1) and (2) are made on the basis of a professional assessment.

34. If the programme element in question is assessed according to the 7-point grading scale or the 13-point grading scale at the academic institution at which the examination was taken, and if this programme element equates or replaces a programme element which according to the exam regulations of these study regulations is assessed according to the 7-point scale or the 13-point scale, the grade will be transferable, but converted into the 7-point scale if assessed according to the 13-point scale. In all other cases, the assessment will be transferred as 'Pass'. Examinations transferred as 'Pass' are not included in the calculation of the final grade point average.

35. Applications for credit transfer (incl. pre-approval) must be sent to the Programme Office on a special form, with the relevant documentation enclosed.

(2) Concerning complaints about credit transfer decisions, see part 3.

Part 3: Complaints

Complaints about examinations etc.

36. A student is entitled to file a complaint about an examination or other assessment. The deadline for filing a complaint is 2 weeks from the announcement of the assessment. However, the calculation of the two-week time limit starts at the earliest from the date fixed for the announcement. Concerning the specific rules and procedures for filing written and reasoned complaints see part 10 of the Examination Order and CBS' guidelines on the CBS student intranet.

Complaints about decisions concerning credit transfer

37. Complaints about decisions made by the Study Board on whether education qualifications acquired at another Danish university or a foreign university may replace parts of the programme (credit transfer) as well as complaints about the decisions made by the Study Board on whether Danish or foreign education qualifications, not yet passed, may replace parts of the programme (pre-approval of credit transfer), may be brought before the Qualifications Board, see Assessment of Foreign Qualifications etc. Act.

38. The deadline for filing a complaint is 4 weeks from the date when the complainant was informed of the decision. The complaint must be addressed to the Qualifications Board, but sent to the President of CBS. The reasoned complaint must be sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk. CBS has the option to process the application again. If the decision is upheld, CBS will forward the complaint to the Qualifications Board, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement within a time limit of 1 week. The complainant's comments, if any, will be enclosed when the complaint is forwarded to the Qualifications Board. The Qualifications Board will make the final administrative decision.

Complaints about other decisions

39. Complaints about decisions made by the Study Board or the Programme Director according to these study regulations have to be filed with the President of CBS. The deadline for filing a complaint is 2 weeks from the date when the complainant was informed of the decision.

(2) A decision made by CBS according to subsection (1) may be appealed by the complainant to the Danish Agency for Higher Education when the complaint is concerned with an error of law or procedure. The deadline for lodging an appeal is 2 weeks from the date when the complainant was informed of the decision. The reasoned appeal should be addressed to the agency but sent to CBS Legal, Solbjerg Plads 3, 2000 Frederiksberg. It is also possible to send the complaint to: legal@cbs.dk. CBS will forward the appeal to the agency, accompanied by a statement. CBS will give the complainant the opportunity to comment on the statement, with a time limit of at least 1 week. The complainant's comments, if any, will be enclosed with the other case files when the appeal is forwarded to the agency.

(3) Moreover, students are referred to CBS' *Guidelines regarding students' right to file a complaint about decisions made by study boards, programme directors and programme administration*.

Complaints about the teaching etc.

40. Complaints about the teaching, academic supervision or other issues concerning the organisation of the degree programme can be brought before the Study Board.

Commencement and transition regulations

41. These Programme Regulations are effective for students enrolled on the programme in September 2016 or later.